



United Nations Global Compact

United Nations Conference on Sustainable Development - Rio+20
Input to Compilation Document

Corporate Sustainability Leadership: A Framework for Action at Rio+20 and Beyond

Submitted by
United Nations Global Compact Office
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The UN Global Compact is a partner of the Business Action for Sustainable Development (BASD) 2012. Our Rio+20 submission complements and supports the BASD 2012 submission.

The United Nations Global Compact is the world's largest corporate responsibility initiative with over 9,000 business and civil society signatories in more than 140 countries, and 100 Local Networks. Participating companies commit to align business operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, as well as to take actions in support of broader United Nations goals such as the Millennium Development Goals. Launched in 2000, the mission of the UN Global Compact is to advance the practice of corporate sustainability globally, recognizing that responsible business actions can underpin economies with values essential for more sustainable and inclusive growth. More information: www.unglobalcompact.org.

Summary and Recommendations

The 2012 UN Conference on Sustainable Development - Rio+20 will convene Governments to build consensus on a more sustainable course for our world, in the environmental, social and economic spheres. Business plays a crucial role in this endeavour through corporate sustainability, defined as a company's delivery of long-term value in financial, social, environmental and ethical terms.

Companies around the world are increasingly putting sustainability on their agendas; promising and progressive work is underway. For example, through the UN Global Compact over 6,000 companies in 140 countries – representing approximately 50 million employees – have committed to respect and support human rights, ensure decent workplace conditions, safeguard and restore the environment, and enact good corporate governance – and then are reporting publicly on their progress towards these goals. With Global Compact Local Networks in 100 countries, these companies are convening and acting on sustainability issues at the ground level. Business is also moving into innovation and new opportunity spaces that drive corporate and investor success while delivering societal value, such as helping to lift people out of poverty through social enterprise or developing green products and processes. As a result, transformative solutions by business exist with the ability to have profound impacts on areas including energy and climate, water, biodiversity, agriculture and food, corruption and gender equality. However, despite positive developments and shifting trends, corporate sustainability as practiced today is insufficient – a quantum leap is needed. To reach full scale, economic incentive structures must be realigned so that sustainability is valued and profitable.

Recommendations for Governments

With the right incentives, enabling environment and means of implementation, the private sector can make significant contributions to the sustainable development agenda. Governments have a critical role to play in each of these realms. Therefore, in the outcome document of the Rio+20 Conference, the UN Global Compact recommends that Governments:

- *Recognize* that corporate sustainability – defined as a company's delivery of long-term value in financial, social, environmental and ethical terms – is a fundamental contribution to sustainable development and *encourage* businesses everywhere to adopt universally accepted sustainability principles, as advanced by the United Nations Global Compact.
- *Encourage* companies to enhance accountability and transparency through monitoring, measuring and disclosing sustainability practices and *commit* to develop a global policy framework for business to annually disclose sustainability information following uniform parameters in their annual financial reports or other reports – or explain why they do not.
- *Recognize* that partnerships between business, the public sector and civil society contribute important solutions for realizing development goals, for example in the areas of energy, water, food and good governance, and *commit* to support the development of transformational partnerships which address systemic issues, involve all relevant stakeholders, leverage core competencies of all partners, and have in-built capacity for scale.

Further, Governments are asked to take actions to support greater scale and quality of corporate sustainability, in the following areas:

1. *Building effective policy frameworks to support corporate sustainability*, specifically related to: peace, stability and human rights; an open, rule-based and non-discriminatory policy environment; good governance and corruption; and effective regulatory frameworks and incentives for markets.
2. *Strengthening modalities for corporate sustainability implementation*, including: sustainable finance and responsible investment; corporate disclosure; transformational partnership models and corporate commitments; national sustainability hubs; and responsible management education.
3. *Advancing sustainability issues through private sector practices, innovation and collaboration*, in areas including: sustainable jobs and decent work; energy and climate; water; biodiversity; empowering women; anti-corruption; and hybrid business models.

Rio+20 provides a unique and powerful platform to advance implementation, innovation and collaboration by business that advances sustainability on a massive scale. Engagement by and with the private sector that is collaborative, serious and solutions-oriented is critical, and can help ensure that the Rio Conference is a launching ground for widespread corporate action in support of sustainability.

Beyond Rio, the UN Global Compact will continue its work to increase the scale and intensity of sustainability globally – seeking to reach companies that have yet to embrace corporate responsibility, motivate less-advanced companies to deepen their sustainability efforts, and spur front runners to lead the way to the next generation of sustainability performance.

I. THE GLOBAL SUSTAINABILITY CHALLENGE

The 2012 UN Conference on Sustainable Development – known as Rio+20 – aims to put the world on a more sustainable course, in the environmental, social and economic spheres. The need to do so is clear – with over a billion people lacking access to basic needs such as safe drinking water, food and electricity, and a majority of the world's ecosystems in decline. Factors such as a changing climate and growing global population are predicted to exacerbate these deprivations. If left unaddressed, the negative implications for natural resources, health and security – all critical elements that underpin prosperity and the productivity of economies – threaten the foundation of the global economy and any hope of advances in development.

Despite plain evidence on the urgency of changing current ways, agreement and solutions have not proven easy to find – even as groups such as business, civil society and Government are collaborating and interfacing as never before on shared concerns. Progress is stymied due to a range of factors, notably: the complex, global nature and interconnection of sustainability challenges; the lack of systems conducive to global solutions; a short-term focus in the political and financial realms which yields policies and incentives contrary to long-term viability; and a lack of accounting for externalities. At the most fundamental level, governance failures and corruption pose an enormous obstacle, often in vulnerable areas that need to strengthen their economies, societies and natural environments the most.

Rio+20 is an opportunity to collectively address this impasse and unlock the will of all actors – Governments, corporations, citizens, consumers, workers, investors and educators. Collaboration, ingenuity and experimentation will be essential, as will the courage to move from the status quo toward a more sustainable future.

II. BUSINESS MUST BE PART OF THE SOLUTION

Companies around the world are putting sustainability on their agendas, recognizing the growing relevance and urgency of global environmental, social and economic challenges. As a result, there is great potential for the private sector – business, industry and investors – to help advance sustainable development on a broad scale, in line with the Rio+20 agenda. Engagement by the private sector that is collaborative, serious and solutions-oriented is critical, and can help ensure that the Rio Conference is a launching ground for widespread action in support of sustainability.

Regardless of company size or location, corporate leaders are seeing how sustainability issues affect the bottom-line and, thus, are looking beyond traditional business and financial factors. For example, market disturbances, civil unrest or ecological strains happening nearby or far away can have wide-ranging and material impacts through the value chain, capital flows, public opinion or employee productivity. However, companies are not only viewing sustainability issues from a risk management perspective, but the benefits and opportunities – particularly associated with green growth and “base of the pyramid” – are increasingly evident and appealing. In short, the business case for sustainability has strengthened as a response to the deep interdependencies between markets, communities and people in today's globalized world.

Two decades ago when the United Nations hosted the Earth Summit in Rio, only a few companies were exploring the notion of sustainable business and the long-term impacts of their operations on the environment and society. Today, there are thousands of companies advancing corporate sustainability through a number of global initiatives. The United Nations Global Compact is the world's largest, with over 6,500 business signatories from 140 countries – representing approximately 50 million employees, nearly every industry sector and size, and hailing equally from developed and developing countries. Each participant has committed to advance corporate sustainability – defined as a company's delivery of long-term value in financial, social, environmental and ethical terms. An additional 3,000 civil society signatories play important roles, including holding companies accountable for their commitments and partnering with business on common causes.

Companies participating in the UN Global Compact are taking steps to respect and support human rights, ensure decent workplace conditions, safeguard and restore the environment, and enact good corporate governance – and then are reporting publicly on their progress. They are also moving into innovation and new opportunity spaces that drive business and investor success while delivering societal value, for example helping to lift people out of poverty through social enterprise or developing green products and processes. Through Global Compact Local Networks in 100 countries, companies are also convening and acting on sustainability issues at the ground level.

Promising and progressive work is underway. The UN Global Compact's platforms – including on climate and energy, water, human rights, women's empowerment, children, labour, anti-corruption, supply chain, peace and partnerships for development – are developing guidance and best practices to fill gaps and help advance implementation by companies. Collective action is increasingly being pursued by companies, with the hope of having a transformative impact on systemic issues, such as corruption, health and gender equality. As well, the UN Global Compact is deeply connected with the Principles for Responsible Investment (PRI) initiative – with 900 investors from 47 countries managing assets up to US\$ 30 trillion – and the Principles for Responsible Management Education (PRME) initiative – with over 400 academic institutions from 76 countries. These sister initiatives are bringing hundreds of mainstream investors and business schools into the fold of corporate sustainability – and planning for significant contributions by their constituents in Rio.

III. A CALL FOR CORPORATE SUSTAINABILITY LEADERSHIP

Despite numerous positive developments and shifting trends, corporate sustainability as practiced today is insufficient – a quantum leap is needed. Corporate sustainability still has not penetrated the majority of companies around the world, nor have we seen the depth of action needed to adequately address the world's most pressing challenges. The UN Global Compact's 6,000 business participants represent a sliver of the world's estimated 70,000 multinationals and millions of smaller enterprises. Of those companies that are engaged in the initiative, just one quarter consider their efforts to be at an advanced level, suggesting that a very small percentage of the broader business community is at the leading edge of sustainability practice.

Companies point to a number of systemic barriers to implementation, namely lack of incentives from markets and non-conducive regulatory or political environments. As well, it remains challenging for companies to move from pilot programmes to an integrated approach for implementing sustainability principles across the business, including at the subsidiary and supply chain levels. Another hindrance to widespread progress is that still too many companies limit the sustainability agenda to the domain of public relations, with little intent to make meaningful changes to their practices. A key example is lobbying actions by or on behalf of business that are in direct conflict with a company's stated values, are not transparent, and take a lowest-common-denominator approach rather than pursuing long-term interests.

A new level of corporate performance is needed in order to build more robust and inclusive global markets, and help deliver on the sustainability promise. Companies everywhere are called on to do more of what is sustainable and put an end to what is not.

Increasing the scale and intensity of sustainability work globally will involve reaching companies that have yet to embrace corporate responsibility, motivating less-advanced companies to deepen their commitment and efforts, and spurring front runners to lead the way to the next generation of sustainability performance. To help, the UN Global Compact has released the Blueprint for Corporate Sustainability Leadership which provides a comprehensive model for achieving greater sustainability, with 50 concrete actions for business.

IV. FRAMEWORK FOR ACTION AT RIO+20 AND BEYOND

Rio+20 provides a unique and powerful platform to unleash implementation, innovation and collaboration by business that advances sustainability on a massive scale. To reach full scale, economic incentive structures must be realigned so that corporate sustainability is valued and profitable. In many cases, transformative actions and solutions by business exist – with the ability to have profound impacts on areas such as energy access and efficiency, emissions reductions, water security, corruption and gender equality – but currently are not supported in ways that allow their potential to be realized. With the right incentives, enabling environment and means of implementation, the private sector will make significant contributions to sustainable development.

Following are actions that Governments can take to support greater scale and quality of corporate sustainability, so that business can make more significant contributions to sustainable development:

1) Build effective policy frameworks to support corporate sustainability

The full potential of business – through sustainable practices and innovations – to help advance sustainable development can be unleashed only when supportive enabling environments and policy frameworks are in place.

- a. Business cannot thrive in societies that fail. Without peace, stability and the recognition of internationally proclaimed human rights, prosperous society and sustainable business cannot become a reality. While private actions will not substitute for effective governance and enabling public policy frameworks, companies and other private actors have a key role to play in respecting and supporting human rights, breaking the cycles of violence, and stimulating economic development.

Governments are called on to take all steps to respect, protect and fulfil human rights and fundamental freedoms of individuals and to overcome violence and establish peaceful and stable conditions, which are necessary for the private sector to deliver economic and related social benefits integral to broad sustainable development.

- b. Corporate sustainability can only thrive in an open, rule-based and non-discriminatory policy environment.

A renewed commitment by Governments to the fundamental norms of multilateral trade is essential so that business can more effectively disseminate technologies and innovations that create market opportunities and jobs. Governments are called on to abolish all taxes and tariffs on environmental goods and services, and take additional measures to support their widest possible diffusion, such as trade and investment promotion of clean technologies and green innovations.

- c. Corruption distorts markets and undermines business development. Companies cannot become competitive in environments with rent-seeking and abuse of power. To address this issue, a growing number of companies are introducing measures to prevent corruption and respond more proactively to incidents, including through zero-tolerance policies, training for employees, supplier policies, and whistle-blower programmes. Such corporate efforts can only be effective with the participation of a critical mass of companies and the full commitment of Governments.

Governments are urged to do everything possible to root out corruption, establish systems of good governance, and shift incentives so that entrepreneurship is rewarded and the costs of doing business are lowered.

- d. Markets require effective regulatory frameworks and incentives to thrive, and to help accelerate solutions towards sustainability. Smart regulatory and incentive structures must be adopted so that environmental costs and benefits are more fully reflected in prices, as well as to provide greater incentives to strive for long-term value creation over short-term profit maximization.

Governments are called on to set clear signals that good environmental and social performance by the private sector is encouraged, supported and profitable. A host of measures are needed by Governments, including:

- *Send clear signals to business to shift investment and production in order to unleash green innovation and investment;*
- *Work towards a global climate regime, and advance policies and mechanisms intended to create a stable price for carbon;*
- *Phase out perverse energy subsidies and reorient towards clean energy;*
- *Improve technical standards in critical green areas such as transportation, housing, and energy consumption, and increase efforts to harmonize technical standards; and*
- *Integrate environmental and social sustainability criteria more fully into public procurement.*

2) Strengthen modalities for corporate sustainability implementation

Governments can play an important role in encouraging voluntary private sector actions that promote universal values and address global challenges, and are asked to support a number of modalities that can bring scale and quality to corporate sustainability:

- a. As the sustainable finance and responsible investment movement has become more established, it is a powerful driver of corporate sustainability implementation, and has significant potential to contribute to overall global sustainable development. By taking adequate account of relevant non-financial information, investors can contribute to a more efficient allocation of capital towards sustainable development and better achieve longer-term investment goals. Responding to investors and other stakeholders, the field of corporate disclosure on sustainability issues is evolving rapidly, with

increasing numbers of companies reporting publicly on their practices in the environmental, social and governance realms. The uptake of the Global Reporting Initiative and the UN Global Compact's Communication on Progress policy and the work of the International Integrated Reporting Committee are reflections of this trend. However, investors generally find that sustainability reporting is insufficient, with many companies failing to report, and many others not reporting on material issues.

Governments are encouraged to support the uptake of sustainable finance and responsible investment, for example by promoting initiatives such as the UNEP Finance Initiative and the UN-backed Principles for Responsible Investment. Governments are also encouraged to provide more robust incentives and enabling frameworks to increase the level of corporate sustainability disclosure. Specifically, Governments are asked to develop a global policy framework for business to disclose sustainability information following uniform parameters in their annual financial reports or other reports – or explain why they do not.

- b. Systemic change is only possible with the coordinated efforts of a wide variety of actors in partnership. Public-private collaboration is evolving, with partnership models increasingly striving for transformational impacts, for example in policy, market structure, and social norms.

Ongoing social dialogue involving Government, employers and labour is an important form of partnership at local, regional, national and international levels that includes discussions of sustainable economic and industrial policy. Also of growing importance are global framework agreements between multinational businesses and global union federations, which provide a tool for structured dialogue and partnerships between workers and management at the international level.

Governments are urged to embrace a transformational partnership approach which includes the following criteria:

- *Involve all stakeholders that play a necessary role and pertain to the relevant geographies, and do not involve any that fail to meet the criteria.*
- *Leverage the core competencies of all partners – such as convening power, resources, local presence and technical expertise – to address the systemic issue across the value chain.*
- *Have in-built capacity to reach scale and leave a lasting impact – which requires long-term efforts towards instituting new policies and rules, correcting market failures and shifting behavioural norms.*

As well, corporate commitments – individually or in partnership – to advance sustainability goals can make important contributions. However, there is an insufficient approach to define, track and benchmark such commitments. Putting a coherent and rigorous disclosure and tracking system in place could create a viable marketplace for corporate commitments, and serve as a powerful motivation to scale up development actions.

Governments are encouraged to call for greater accountability by business in their commitments to societal goals and to support the development of a relevant framework.

- c. True scale and depth of corporate sustainability requires business to convene and act at country and regional levels – especially important for reaching small- and medium-sized enterprises (SMEs), subsidiaries and supply chain partners. The Global Compact's 100 Local Networks offer such a platform – with many developing programmes to support corporate implementation of sustainability principles.

Governments are encouraged to support and partner with Global Compact Local Networks, which can be transformed into national sustainability hubs and used to reach companies that have yet to embrace sustainability. Moreover, these national sustainability hubs can facilitate collective action and policy dialogue towards development priorities at the country level.

- d. A new approach in management education is needed to develop the attitudes, skills, perspectives and knowledge for future executives and business leaders to make informed decisions and take actions for the sustainable benefit of both business and society. Work has begun to integrate sustainability into the curriculum and research of management-related academic institutions, through initiatives such as the UN-supported Principles for Responsible Management Education. There is enormous opportunity to scale up these efforts globally.

Governments are asked to promote and set incentives for responsible management education and research through the Principles for Responsible Management Education initiative, which provides a framework to implement sustainability into management education institutions around the world.

3) Advancing sustainability issues through private sector practices, innovation and collaboration

- a. Respect for human rights, including the human rights of workers, is essential for socially sustainable cultures and communities. The global business community must commit to fully respect and support human rights as outlined in the United Nations Universal Declaration of Human Rights and the labour standards of the International Labour Organization. Fairness, equity and justice more broadly describe the social dimension of sustainability. These create the space for the peace and well-being that unlocks human potential. Social sustainability can only be achieved by: limiting disparities in wealth and income; providing access to education; ensuring population health, including occupational health; providing equality of opportunity within society; opposing environmental and social dumping; protecting indigenous peoples' rights; and rejecting corruption – as key examples. Trade unions have called for a “Just Transition” to facilitate the shift from our present path to a future that provides sustainable jobs and decent work in both existing and new industries.

Government leaders are called on to guarantee a high standard of social protection, and to establish programmes that support a just transition to a future with sustainable jobs and decent work in existing industries and in new, greener ones.

- b. Ensuring sustainable energy for all and addressing climate change are essential to achieve development, peace and security, and market stability. The private sector has an enormous role to play in improving the efficiency of energy usage, realizing greater energy access, increasing the use of renewable energy, and reducing the carbon footprint of products, services and processes. Business is positioned to make a significant contribution through innovation and investment in new technologies. Through Caring for Climate, a UN Global Compact-UNEP platform, business leaders have already committed to advance practical low-carbon solutions and make the green economy a reality; however, bringing those solutions to scale is the challenge. Efforts by business – individually and collectively – must be accelerated if the threat of global energy issues and catastrophic climate change are to be removed effectively.

Governments are called on for urgent leadership to create long-term and effective legislative and fiscal frameworks designed to make markets work for the climate, in particular policies and mechanisms intended to create a stable price for carbon and bring about sustainable energy for all. In the area of sustainable energy, Governments are asked to adopt three interlinked global targets by 2030: ensure universal access to modern energy services; double the rate of improvement in energy efficiency; and double the share of renewable energy in the global energy mix.

- c. The escalating global crises in water availability, quality and sanitation are public policy concerns, as well as priorities for a growing number of businesses. Issues related to water scarcity and water quality pose a range of risks and, in some instances, opportunities for companies in virtually every sector. More and more companies are adopting water policies and practices through platforms such as the UN Global Compact's CEO Water Mandate, which asks companies to develop, implement and disclose water sustainability policies in their direct operations and throughout their supply chains. Through the CEO Water Mandate, companies are also collaborating with public policy makers to advance water solutions and have identified operational principles and concepts in relation to business engagement with Governments. In Rio, the CEO Water Mandate will present a call-to-action to Governments describing public policy requirements.

Governments are called on to do more to establish the proper enabling and partnership frameworks – including policies that improve water governance and infrastructure in ways that are equitable and efficient.

- d. Biodiversity is at the core of sustainable development, underpinning the goods and services needed for human well-being and that support business and economies. Despite growing awareness of the need to reduce biodiversity loss and the degradation of ecosystems, a negative trend continues. Business can play an important role by developing and integrating biodiversity policies and practices into operations and supply chain management, which can provide opportunities to reduce risks, manage resources more efficiently and provide better products and services while contributing to social targets.

Governments are called on to create an enabling environment with policies and regulatory frameworks to achieve biodiversity targets and contribute to overall sustainability, helping to increase corporate awareness and practices on biodiversity conservation.

- e. Empowering women to participate fully in economic life across all sectors and throughout all levels of economic activity is essential to sustainable development, helping to build strong economies, propel business operations and goals, establish more stable and just societies, and improve quality of life for women, men, families and communities. Through the Women's Empowerment Principles (WEPs) – a partnership initiative between UN Women and the UN Global Compact – companies can promote gender equality and women's empowerment.

The WEPs reflect the interests of Governments, therefore Governments are encouraged to:

- *Use the WEPs to understand how the private sector can promote gender equality and women's empowerment, and when engaging in dialogue with business about their role;*
 - *Take the WEPs into account when developing and revising public policies; and*
 - *Consider corporate commitment to the WEPs when making decisions on business partnerships and procurement.*
- f. The transition to a green economy and increased efforts on climate adaptation provide ample opportunities for corruption to thrive. Such is the case when bribes are offered to secure the licence to build a renewable energy facility or when Governments ignore the failure of a company to comply with national environmental regulations, as examples. Corruption undermines the gains and positive impacts that sustainable corporate practices can bring about. Fighting this problem requires rigorous implementation of anti-corruption compliance measures at the company level and throughout the supply chain, as well as collective action at a country level. In a number of countries, companies have joined forces with Government officials and other stakeholders to integrate transparency mechanisms, for example in the procurement of infrastructure projects for major international sporting events and development of sustainable public transportation systems.

Governments are urged to devise policy incentives which further strengthen individual and collective corporate anti-corruption actions, and are recommended to integrate anti-corruption considerations into procurement and contract processes of large-scale projects designed to support the transition to a green economy and climate adaptation.

- g. One of the fastest growing business movements in the sustainability space are hybrid business models that serve social and environmental needs through their products and services. These ventures are increasingly being seen as drivers of innovations and solutions to development challenges, and are attracting significant amounts of capital in the form of “impact investing”. In addition, a growing number of established corporations are investing in these start-ups or are creating their own spin-off ventures that often align with the company's core competencies. Missing from this rapidly growing field is an overarching framework for how companies and investors can begin to systematically leverage the opportunities in this innovation space.

Governments are asked to recognize the enormous potential for hybrid business models to serve social and environmental needs and to provide incentives, platforms and incubation models.

Annex: Companies Engaged in UN Global Compact Special Initiatives, Working Groups and Campaigns

Hundreds of companies participating in the UN Global Compact have taken the additional step of engaging in our special initiatives or working groups, or signing on to campaigns, which focus on advancing corporate practices on critical issues – such as human rights, climate, water and anti-corruption. These platforms work to identify opportunities for and barriers to reaching greater scale and intensity of corporate work in their focus area. In recent years, they have made essential contributions, for example by developing guidance and identifying best practices in order to fill gaps, raise awareness and spur implementation. Many of the issue-specific priorities in the UN Global Compact Office's submission to Rio+20 are based on work carried out by these groups. Following is a list of companies participating in UN Global Compact special initiatives, working groups and campaigns as of 31 October 2011:

Global Compact LEAD

(Signatories)

- A.P. Moller - Maersk
- Accenture
- Acciona
- ARM Holdings plc
- AVIVA plc
- BASF SE
- Bayer AG
- BBVA, S.A.
- China Development Bank
- China Minmetals Corporation
- China NTG Gas Ltd.
- China Ocean Shipping Group - COSCO
- Daimler AG
- Deutsche Telekom AG
- Empresa de Energia de Bogota
- Endesa, S.A.
- Enel
- ENI
- Eskom
- Fuji Xerox Company Ltd.
- Heineken N.V.
- Homeplus Co., Ltd.
- Infosys Technologies Ltd
- Intel Corporation
- KPMG International
- Mansour Manufacturing & Distribution Group of Companies
- Martha Tilaar Group
- Natura Cosmetics S/A
- Nestlé S.A.
- Netafim
- Newmont Mining Corp
- Novartis International AG
- Novo Nordisk AS
- Novozymes
- Oando Plc
- PricewaterhouseCoopers International
- Qatar Airways (Q.C.S.C.)
- Rosy Blue
- Royal Dutch Shell plc
- Sakhalin Energy Investment Company
- SAP AG
- Siemens AG
- SK Telecom
- Sumitomo Chemical Company, Limited
- Symantec Corporation
- System Capital Management
- Takeda Pharmaceutical Company
- Talisman Energy Inc.
- Tata Steel
- Teck Resources
- Telefonica S.A.
- The Coca-Cola Company
- Total
- Unilever
- Vale
- Vestas Wind Systems A/S

Caring for Climate

(Signatories)

- A.C.P. Confidenza
- A.P. Moller - Maersk
- AarhusKarlshamn AB
- AB Electrolux

- ABB Ltd.
- Abengoa
- ABN AMRO Bank N.V.
- Abreu Advogados
- Acciona
- Adviser Publicity S.A.
- Africa Investment and Business Advisers
- AG2R LA MONDIALE
- Agbar - Sociedad General de Aguas de Barcelona, S.A.
- Agriauto Industries Limited
- Air France
- AIRBUS SAS
- Aitken Spence PLC
- Aksa Akrikil Kimya Sanayi A.S.
- Aktiebolaget SKF
- Akzo Nobel nv
- Alcatel-Lucent
- Aldelia Ltd
- Allergan
- Allianz SE
- Allied Soft
- Aliteco AB
- Aluminum Corporation of China
- Ambiental Consultores
- Amjad Ahsan Infotech (Pvt) Limited
- Anglo American plc
- ARAMEX PJSC
- ArcelorMittal
- AREVA
- ARGE Consulting
- Arla Foods amba
- ARM Holdings plc
- Article 13
- Asia Pacific Resources International Limited
- ASN Bank
- Atacama S.A. de Publicidad
- Atlas Honda Limited
- Attock Refinery Limited
- Auchan France
- Autostrade per Italia S.p.A.
- AVIVA plc
- AvivaSA Emeklilik ve Hayat AS
- Avon Metals Ltd
- AXA
- Bancaja
- Banco Do Brasil
- Banyan Tree Hotels & Resorts Pte Ltd
- BASF Pakistan (Pvt) Limited
- Bayer AG
- BBVA, S.A.
- Beraca Sabara Quimicos e Ingredientes
- Bergendal Meetings
- Braskem S.A.
- Bring Citymail Sweden AB
- Broad Air Conditioning
- Broedrene Hartmann A/S
- BT Group plc
- Bull & Co Advokatfirma AS
- Cable & Wireless Panama S.A.
- Cadbury
- Caja de Ahorros y Pensiones de Barcelona (La Caixa)
- Capgemini
- Carlsberg Group
- Carroll Properties Corporation
- Caz Creole
- Celer Soluciones, S.L.
- CEMEX
- Central Warehousing Corporation
- Centrica plc
- China International Marine Containers
- China Minmetals Corporation
- China Mobile Communications Corporation
- China National Offshore Oil Corp.
- China Ocean Shipping Group - COSCO
- Cierria Total Recycling Solutions, Ltd.
- Cisco Systems
- City Developments Limited
- COATO, Sociedad Cooperativa de Comercialización Agraria
- Coca-Cola Hellenic Bottling Company
- Coloplast
- Compania Energetica del Tolima - Enertolima S.A. ESP
- CompuMe
- Congrex Group
- Consort NT
- Constructus Ltd.
- Cool House
- Coop
- Copagaz Distribuidora de Gas Ltda- Grupo Zahran
- Corporation Solar Alliance
- CORPRENSA
- COWI
- CPFL Energia SA
- Cre-en Inc.
- Crescendas Group
- Danfoss Group
- Danisco A/S
- Datum Internacional S.A.
- Dean's Beans Organic Coffee Company
- Deloitte South Africa
- Det Norske Veritas
- Deutsche Post DHL
- Deutsche Telekom AG
- Development Bank of the Philippines
- DGB Financial Group
- Diageo Plc
- DiGi Telecommunications Sdn Bhd
- DnB NOR ASA
- DONG Energy A/S
- Dudalina SA
- DuPont
- E.ON AG
- EADS France
- EADS NV
- Ebro Foods, S.A.
- EcoTech Timber, Inc.
- EDF
- Edita Bobergs AB
- Edita Sverige AB
- Edita Vaestra Aros AB
- El Corte Ingles, S.A.
- Empresa Nacional del Petroleo
- Empresas Bern S.A.
- Endesa, S.A.
- Enel Fortuna S.A.
- Energoinvest
- Energy Management Services
- ENI
- Eskom
- Esquel Group of Companies

- Essilor International
- Esteve
- Euskaltel, S.A.
- Ferrocarrils de La Generalitat de Catalunya
- Fertilizantes de Centro America SA
- Fomento de Construcciones y Contratas, S.A. (Grupo FCC)
- Forsitec
- France Telecom
- Fuji Xerox Company Ltd.
- Gamesa Corporacion Tecnologica, S.A.
- Gas Natural Fenosa Mexico
- Gas Natural SDG, S.A.
- GDF SUEZ
- Genctur Tourism and Travel Agency Ltd.
- Generation Investment Management
- GES Investment Services
- Ghana Oil Company Limited
- GlaxoSmithKline
- Global Synergetic Foundation
- Global Tanitim
- Groupe Bial
- Groupe IRH Environnement
- Groupe La Poste
- Groupe ONET
- Grundfos
- Grupo Abril - Abril S/A
- Grupo Cementos Portland Valderrivas
- Grupo Eulen
- Grupo Fidanque
- Grupo Sos
- Grupo Via Delphi, SA de CV.
- H&M Hennes & Mauritz
- Hai Consult - Consulting Fund
- Harineras Villamayor, S.A
- Hauska & Partner Corporate Relations
- Hilti Aktiengesellschaft
- Hindustan Construction Company Ltd
- Hinopak Motors Limited
- Hitachi, Ltd.
- Holmen AB
- Homeplus Co., Ltd.
- Hoo Bee Investment Limited
- Iberdrola S.A.
- ICA AB
- Icono Comercial, S.A. de C.V.
- IKEA Group
- Impact International
- Infosys Technologies Ltd
- Ingenieria y Proyectos Graficos, S.L.
- Inoxia
- International Industries Limited
- ISAGEN S.A. E.S.P.
- ITDistributors
- ITT Water and Wastewater AB
- IUT Global Pte Ltd
- Japan Airlines Corporation
- Johnson Controls Inc.
- KanEnergi Sweden AB
- KB Kookmin Bank
- Kelani Valley Plantations PLC
- Kempartner
- Kikkoman Corporation
- Kjaer Group A/S
- Koninklijke Philips Electronics N.V.
- Korea East-West Power Co., Ltd.
- Korea Land & Housing Corporation

Caring for Climate, continued (Signatories)

- Korea Railroad Corporation
- Korea South-East Power Co.
- Korea Workers' Compensation & Welfare Service
- KPMG, Cardenas Dosal, S.C.
- Kromann Reumert
- La Seda de Barcelona
- Lafarge
- Landsbanki Islands
- Latin American Quality Institute
- LEGO A/S
- LG Electronics, Inc.
- Li & Fung Group
- Lindex
- Liwal Limited
- LM Ericsson
- Loc Maria
- Lopal Petrochemical Co., Ltd.
- L'OREAL
- LVMH
- Macondo
- Mane
- ManpowerGroup
- Mansour Manufacturing & Distribution Group of Companies
- Marc J. Lane & Company
- Martha Tilaar Group
- MAS Holdings (Pvt.) Ltd.
- Mater A/S
- MCI Group Holdings SA
- MDD Comercio e Representacoes de Papel Ltda.
- MediaCorp Pte Ltd.
- Metito (Overseas) Ltd.
- Metso Corporation
- Mitsubishi Chemical Holdings Corporation
- Mitsui Chemicals, Inc.
- MittMedia Print AB
- MSM Group AG
- Multibank, Inc.
- Munich Re Group
- Natura Cosmeticos S/A
- Nedbank Group
- Newmont Mining Corp
- Newport Institute of Communications and Economics
- Nippon Yusen Kabushiki Kaisha (NYK Line)
- Nokia Corporation
- Nomitek SA de CV
- Novartis International AG
- Novo Nordisk AS
- Novozymes
- NTUC Healthcare Co-operative Ltd
- NTUC Thrift and Loan Cooperative Ltd
- OCBC Bank Ltd.
- Oil and Natural Gas Corporation
- Olympus Corporation
- OMV Aktiengesellschaft
- Origin Exterminators Pte Ltd
- Osram GmbH
- Pacific Rim Innovation and Management Exponents, Inc.
- Paharpur Business Centre and Software Technology Incubator Park
- Pakistan Refinery Limited
- Pancrop Commercial Co. Ltd.
- PARTICIP GmbH
- Pasell s.r.l.
- Pentland Group Plc
- PepsiCo, Inc.
- Perstorp Holding AB
- Pfizer, Inc.
- Phoenix Design Aid A/S
- Piraeus Bank
- Planetec
- Planson International
- PR Communications Pte Ltd
- PRANDA GROUP
- PSA Peugeot Citroen
- Publicis Groupe S.A.
- Pulmuone Holdings Co., Ltd.
- Pwani Oil Products Ltd
- Quinta da Estancia Grande
- Rahimafrooz Batteries Ltd.
- Rastgar Engineering Company Private
- Rayess Kingdom Group
- Red Eléctrica de España S.A.U.
- Redes Energeticas Nacionais, SGPS
- Reed Elsevier Group plc
- Repsol YPF
- Respect Europe
- Richards Bay Coal Terminal Company
- RICOH Company Ltd.
- Rio Tinto plc
- Rio Uruguay Cooperativa de Seguros
- Roslagens Sparbank
- RWE AG
- Sabaf S.p.A.
- SAET Group
- Saint-Gobain
- Salterbaxter Communications Limited
- Samjong KPMG Inc.
- Sanga-Saby Kurs och Konferens
- SAP AG
- SAS Group
- Sasol Ltd.
- Scott Wilson Holdings Ltd.
- Scottish & Newcastle plc
- Seiko Epson Corporation
- SEKEM Group
- SEMCO Senior Management Consultants
- Senoko Power Limited
- Seri Sugar Mills Ltd.
- Shanghai Baosteel Group Corporation
- Shinhan Bank
- Shiseido Co., Ltd
- Siemens AG
- Sin Hwa Dee Foodstuf Industries Pte
- Sing Lun Holdings Ltd
- Singapore Health Services - SingHealth
- Singapore Telecommunications Limited
- Singapore Zoological Gardens
- Sitara Chemical Industries Limited
- SK Telecom
- Skanska AB
- Solarig
- SOMMAR
- SOMPO Japan Insurance Inc.
- Spona Communications
- Statoil
- Store Steel
- Storebrand ASA
- Straits Law Practice LLC
- Sun Food International Co., Ltd.
- Superskill Graphics Pte Ltd
- Surfrut Ltda.
- Sustainable Living Fabrics Pty Ltd.
- SVQ Comunicacion y Desarrollo Corporativo SL
- Sydsvenska Dagbladets AB
- Taiwo Adewole and Associates Ltd
- Talal Abu-Ghazaleh & Co. International
- Tarrerias Bonjean
- Tata Chemicals
- Tata International Limited
- Tata Steel
- TC Centre Pte Ltd
- Teckwah Industrial Corporation Ltd
- Telecom Italia
- Telefonica S.A.
- Telvent
- Terra Vertis
- Tetra Pak Group
- Thal Engineering
- Thales
- The Coca-Cola Company
- The Consortium for Purchasing and Distribution Ltd.
- The Dow Chemical Company
- The Linde Group
- The Rezidor Hotel Group
- TIMA International GMBH
- Titan Cement Company
- TNT Argentina S.A.
- TNT N.V.
- Toms Gruppen A/S
- Torse
- Total Project Management
- UDC - United Development Consultants
- Unilever
- Union de Cervecerias Peruanas Backus y Johnston S.A.A.
- United Company RUSAL
- UPM-Kymmene Corporation
- Vale
- Vasakronan AB
- Vattenfall AB
- Veolia Environnement
- Vestas Wind Systems A/S
- Visão Sustentável - Dorpas Assessoria Empresarial S/C Ltda.
- VisitSweden AB
- Viyellatex Group
- Water Company
- Westpac Banking Corporation
- Woongjin Coway Co., Ltd.
- Woori Bank
- XL Group
- Yara International ASA
- Yaseconsult Ltd.
- YMF Arquitetura Financeira de Negócios
- Yuhan-Kimberly
- Firmenich SA
- GDF SUEZ
- GlaxoSmithKline
- Gold East Paper - Jiangsu
- Gold HuaSheng Paper Co.
- Gold Hongye Parker Group Co.
- Groupe DANONE
- Grundfos
- H&M Hennes & Mauritz
- Hainan Jinhai Pulp & Paper Co.
- Hallcrow Group Limited
- Hayleys Limited
- Heineken N.V.
- Hindustan Construction Company Ltd
- Inditex, S.A.
- Levi Strauss & Co.
- Mazzetti Nash Lipsey Burch
- M-real Corporation
- Metito (Overseas) Ltd.
- Merck & Co., Inc.
- Molson Coors Brewing Company
- Nalco Holding Company
- Nautica Enterprises
- Nedbank Group
- Nestlé S.A.
- Netafim
- Nike, Inc.
- Ningbo Zonghua Paper Co.; Ningbo Asia Pulp & Paper Co.
- PepsiCo, Inc.
- Pernod Ricard S.A.
- PricewaterhouseCoopers International
- Progressive Asset Management
- Ranhill Berhad
- Reed Elsevier Group plc
- Royal Dutch Shell plc
- Royal Philips Electronics N.V.
- SABMiller
- SAM Group
- Sasol Ltd.
- SEKEM Holding
- Siemens AG
- Stora Enso
- SunOpta Inc.
- Sustainable Living Fabrics Pty Ltd.
- Syngenta International AG
- Tata Steel
- The Coca-Cola Company
- UPM-Kymmene Corporation
- Unilever
- Veolia Water
- Westpac Banking Corporation
- Wilmar International Limited
- Woolworths
- Woongjin Coway Co., Ltd
- Xstrata PLC

CEO Water Mandate (Signatories)

- AB Electrolux
- Agbar - Sociedad General de Aguas de Barcelona, S.A.
- Allergan
- Aluminum Corporation of China
- Anheuser-Busch InBev
- Avon Metals Ltd
- Akzo Nobel nv
- Banco Do Brasil
- Baosteel Group Corporation
- Bayer AG
- Carlsberg Group
- Calvert Group, Ltd.
- CH2M HILL, Inc.
- Coca-Cola Enterprises Inc.
- Coca-Cola Hellenic Bottling Company
- Compagnie de Saint-Gobain
- Cool House
- Daegu Bank
- De Beers
- Diageo Plc
- Dow Chemical Company
- DSM NV
- Eskom
- Euro Mec S.r.l.
- Finlay International

Human Rights Working Group (Members)

- ABB Ltd.
- AngloGold Ashanti Ltd.
- ARAMEX PJSC
- BSR
- Carbones del Cerrejon Limited
- Deutsche Bank AG
- ENI
- General Electric Company
- Grupo Los Grobo S.A.
- Grupo Sancor Seguros
- Grupo Santander
- Hitachi, Ltd.
- MAS Holdings (Pvt.) Ltd.
- Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga - Advogados
- Merck & Co., Inc.

- Monsanto Company
- Nestlé S.A.
- Novartis International AG
- OMV Aktiengesellschaft
- Rio Tinto plc
- Rosy Blue
- Sakhalin Energy Investment Company
- Sodexo
- Total
- Vattenfall AB

Responsible Business and Investment in High-Risk Areas Expert Group (Members)

- ABB Ltd.
- Alstom
- ArcelorMittal
- A.P. Moller- Maersk
- BP Plc
- China National Offshore Oil Corp.
- DAL Motor Company Limited
- De Beers Family of Companies
- ENI
- Holcim Ltd
- Maplecroft
- Oil and Natural Gas Corporation
- Pacific Rubiales Energy
- PricewaterhouseCoopers International
- Restaurantes Toks S.A. de C.V.
- Royal Dutch Shell plc.
- Schlumberger
- Siemens AG
- Sinopec
- Standard Chartered Bank
- Sumitomo Chemical Company, Limited
- Suncor Energy Inc.
- Talisman Energy Inc.
- The Coca-Cola Company
- Total
- Virtusa Corporation
- Veolia Environment

Supply Chain Sustainability Advisory Group (Members)

- A.P. Moller - Maersk
- Aramex International
- ArcelorMittal
- ARCOR Foundation
- CEMEX
- Cisco Systems
- Det Norske Veritas
- Financial Times and the London Stock Exchange (FTSE) Group
- Ford Motor Company
- GDF SUEZ
- Gulf African Bank
- Hitachi, Ltd.
- IKEA Group
- Inditex S.A.
- Infosys Technologies Ltd
- Laboratorios Liomont
- LEGO A/S
- Mahindra & Mahindra Limited
- Mocambique Celular (mcel)
- Nestlé S.A.
- Nike, Inc.
- Nokia Corporation
- Norges Bank Investment Management
- Reed Elsevier Group plc
- Restaurantes TOKS
- STR Responsible Sourcing
- Sughavazhvu Healthcare

- Tata Council for Community Initiatives
- Telenor Group
- Unilever Pakistan Ltd
- Volkswagen Aktiengesellschaft

10th Principle Against Anti-Corruption Working Group (Members)

- A.P. Moller - Maersk
- Accenture
- Alcatel-Lucent
- Alstom
- ARAMEX PJSC
- BASF SE
- BBVA, S.A.
- BP Plc
- China Development Bank
- Coloplast
- Daimler AG
- Deloitte Touche Tohmatsu Limited
- EADS France
- ENI
- F&C Asset Management
- Fluor Corporation
- Groupe La Poste
- Initiative Contacts Organization
- KPMG International
- LRN Corporation
- Merck & Co., Inc.
- Microsoft Corporation
- MTN Nigeria Communications Ltd.
- Nexen Inc.
- Oando Plc
- Petrobras SA
- PricewaterhouseCoopers International
- Qatar Airways (Q.C.S.C.)
- Sanlam Ltd
- SAP AG
- Siemens AG
- Standard Chartered Bank
- Statoil
- Sumitomo Chemical Company, Limited
- Symantec Corporation
- System Capital Management
- Thales
- The Coca-Cola Company
- TNT
- Total
- Wisekey S.A.

Women's Empowerment Principles (CEO Statement of Support*)

- 1A Consultores, S. Coop
- AC Servicios, E.I.
- Accenture
- Access Bank plc
- Agbar - Sociedad General de Aguas de Barcelona, S.A.
- Alcatel-Lucent
- AngloGold Ashanti Ltd.
- AREVA
- Arla Foods amba
- AVIVA plc
- Avvocato Michela Cocchi
- Banco Do Brasil
- BBK - Bilbao Bizkaia Kutxa
- BBVA, S.A.
- Belcorp
- BMC Maderas S.A.
- BNP Paribas
- Bodegas Emilio Moro S.L.
- CA Technologies
- Caja Navarra
- CAJAMAR Caja Rural

- Calvert Group, Ltd.
- Capgemini
- Carlson
- CB Richard Ellis
- Central Dock Sud S.A.
- Cinde Soluciones S.L.
- CINO Technologies
- Cognition Group
- comme il faut
- Copel (Companhia Paranaense de Energia)
- Dean's Beans Organic Coffee Company
- Deloitte Croatia
- Deloitte Touche Tohmatsu Limited
- Dentsu Inc.
- The Dow Chemical Company
- Edegel S.A.A.
- Edelnor S.A.A.
- EGA MASTER S.A.
- Eletrobras (Centrais Eléctricas Brasileiras, S.A.)
- Eletrobras Eletronorte (Centrais Eléctricas do Norte do Brasil, S.A.)
- Eletrobras Eletronuclear (Eletrobras Termonuclear, S.A.)
- Eletrobras Furnas (Furnas Centrais Eléctricas, S.A.)
- Endesa, S.A.
- Endesa Brasil
- Endesa Chile
- Endesa Group Colombia (Codensa & Emgesa)
- ENUSA Industrias Avanzadas, S.A.
- Ernst & Young
- Eskom Holdings Limited
- ESTRATEGA Consulting
- Euskaltel, S.A.
- FCC Construcción
- Fersol Indústria e Comércio SA
- FirstRand Bank Ltd.
- Fomento de Construcciones y Contratas, S.A. (Grupo FCC)
- Gamesa Corporación Tecnológica, S.A.
- Geolog International B.V.
- Gevaram Quality Envelopes Limited
- Grupo Gesor
- Grupo Lacera
- Hartmann, Ltd.
- Hospital Moncloa, S.A.
- Hospital Plató
- Hrvatski Telekom
- Indra
- Infosys Technologies Ltd
- INGECAL, Ingeniería de la Calidad y el Medio Ambiente S.L.
- Itaipu Binacional
- Jardican S.L.U.
- JSL Stainless, LTD
- Kao Corporation
- KPMG Spain
- Groupe La Poste
- Levi Strauss & Co.
- Macrosad SCA
- Maplecroft
- Merck & Co., Inc.
- Microsoft Corporation
- Mountain Equipment Co-op
- New Space Processamento e Sistemas
- Novartis International AG
- Novo Nordisk AS
- Oikon - Institute for Applied Ecology
- OMV Aktiengesellschaft
- Orascom Telecom Holding S.A.E.
- Osaka Gas Co., Ltd
- Ostos y Sola
- Parsons Brinckerhoff Australia

- PARTICIP GmbH
- Pax World Management, LLC
- PepsiCo, Inc.
- Petrobras SA
- PPR
- PT Rajawali Corpora
- Puentes y Calzadas Infraestructuras
- Resona Holdings, Inc.
- RICOH Company Ltd.
- Roadmap Excelencia y Responsibilidad
- Rosy Blue
- Sabanci Holding A.Ş
- SATEC
- SEKEM Group
- Sharp Corporation
- Shiseido Co., Ltd.
- Skats Leadership Development Consult
- Sri Lanka Institute of Nanotechnology
- SUE "Vodokanal of St. Petersburg"
- Sungjoo Group / MCM
- Symantec Corporation
- TDC A/S
- Teijin Limited
- TIMA International GmbH
- Total
- Tryg
- United Nations Federal Credit Union
- Unitrionics
- The Westpac Group

**The Women's Empowerment Principles are a joint initiative with UN Women. As such, companies that are not UN Global Compact participants have also signed the Statement. The full list of corporate signatories can be found on the UN Global Compact website.*